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Leading Change
(but . . .)
First Break All the Rules

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Myth #1

Manage Change

The distinction between management and leadership is neither arbitrary nor semantic. It is, instead, enormously important and a source of great confusion. The person who thinks management is leadership will manage change, hence keeping it under control, but he or she will be unable to provide the stuff required to make larger and more difficult leaps.

John Kotter

Axiom #1

Lead Change

First Break all the Rules

Marcus Cunningham and Curt Coffman

Do I know what is expected of me at work?

**Do I have the materials and equipment I
need to do my work right?**

**At work, do I have the opportunity to do
what I do best every day?**

First Break all the Rules

Marcus Cunningham and Curt Coffman

**In the last 7 days, have I received cognition
or praise for doing good work?**

**Does my supervisor, or someone at work,
seem to care about me as a person?**

**Is there someone at work who encourages
my development?**

First Break all the Rules

Marcus Cunnigham and Curt Coffman

**At work, do my opinions seem to count?
Does the mission/purpose of my organization
make me feel my job is important?
Are my co-workers committed to doing
quality work?**

First Break all the Rules

Marcus Cunningham and Curt Coffman

Do I have a best friend at work?

**In the last six months, has someone at work
talked to me about my progress?**

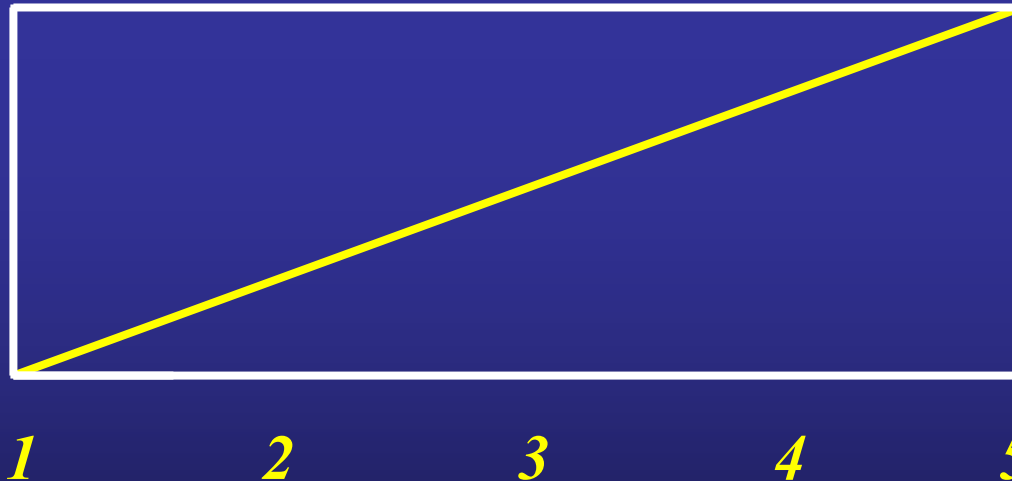
**This last year, have I had opportunities at
work to learn and grow?**

Leadership is the key

*Manager-
Manager*

*Leader-
Manager*

EQ



Are leaders born or made?

Leadership Change Practices

(adapted from Kouzes and Posner)

- *Challenge the process*
- *Inspire a shared vision*
- *Enable others to act*
- *Model the way*
- *Encourage the heart*

Leadership Change Practices

(adapted from Kouzes and Posner)

Challenge the process

*Leaders search for ways to
challenge the status quo*

Challenging the Process

- *At work, do my opinions seem to count?*
- *At work, do I have the opportunity to do what I do best every day?*

Leadership Change Practices

(adapted from Kouzes and Posner)

Model the Way

*Leaders set standards of
excellence and set an example*

Modeling the Way

(adapted from Patrick Lencioni—The Five Temptations of a CEO)

- *Choosing results over status or self-preservation*
- *Choosing accountability over popularity*
- *Choosing clarity over certainty*
- *Choosing conflict over harmony*
- *Choosing trust over invulnerability*

Leadership Change Practices

(adapted from Kouzes and Posner)

Inspire a Shared Vision

*Leaders passionately believe they
can make a difference and they
enlist others to help them*

Inspiring a Shared Vision

- *Does the mission/purpose of my organization make me feel my job is important?*
- *Are my co-workers committed to doing quality work?*

Leadership Change Practices

(adapted from Kouzes and Posner)

Enable Others to Act

***Leaders foster collaboration and
build high-performance teams***

Enabling Others to Act

- *Do I know what is expected of me at work?*
- *Do I have the materials and equipment I need to do my work right?*
- *This last year, have I had opportunities at work to learn and grow?*

Leadership Change Practices

(adapted from Kouzes and Posner)

Encourage the Heart

*Leaders keep hope alive, they
celebrate accomplishments and they
make everyone feel like a hero*

Encouraging the Heart

- *In the last seven days, have I received recognition or praise for doing good work?*
- *Does my supervisor, or someone at work, seem to care about me as a person?*
- *Is there someone at work who encourages my development?*
- *Do I have a best friend at work?*
- *In the last six months, has someone at work talked to me about my progress?*

*When faced with change,
don't try to control it.
Instead, be an example for
everyone—LEAD.
And remember, we are far more
likely to support that which
we help to shape.*

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